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MIDCAREER COURSE NO. 21

Course Report

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Midcareer Executive Development Course (MEDC) No. 21

21 July - 29 August 1969

COURSE REPORT

I. General Observations

The Twenty-First Midcareer Executive Development Course (MEDC) was officially opened on 16 July 1969 by the Director of Central Intelligence. The actual six weeks of training started on 21 July [] and the Executive Director-Comptroller brought the program to a close on 29 August.

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Although these Midcareerists did not seem to be as cohesive a group as the unusual 20th Class, they participated actively in the question-and-answer sessions and demonstrated a strong interest in each phase of the course. The last running had a somewhat larger number of substitutions and adjustments as a result of many officers taking their vacations at this time, but the over-all calibre of the program was not affected, and the students expressed the same appreciation for the entire program as have preceding groups.

The recent class had a total of 35 Midcareerists who came from the following Agency components: 8 from the Intelligence Directorate, 3 from the Scientific and Technological Directorate, 15 from the Clandestine Service, and 9 from the Support Services. More than any previous class, this running was beset by injuries or illnesses. Three students had arm or leg injuries, and one was unable to take the field trip because of a kidney ailment.

II. Opening and Concluding Days

In a change from recent runnings of the course, where he spoke at the concluding sessions, Mr. Helms chose to meet with the class on Opening Day. The thrust of the Director's remarks appeared to be directed at the criticism

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of management raised last winter by the 19th MEDC in its last meeting when several Midcareerists asked Mr. Helms about management problems in the upper echelons of the Agency. The Director told the recent graduates that they were part of the middle management and should therefore concentrate less on problems of the top echelons and more on encouraging the young professionals under them to develop their careers so that the latter would not become apathetic and leave.

In the absence of the Deputy Director of Central Intelligence, the Executive Director-Comptroller met with the class in its closing meeting. Prior to awarding each Midcareerist a certificate for completing the course, Colonel White urged the students to take the initiative themselves in pursuing satisfactory career plans beyond the course.

A high point to the concluding day was the appearance before the class of the Honorable Marshall Green, Assistant Secretary of State for East Asian and Pacific Affairs. Openly complimentary of the Agency and its personnel, Mr. Green gave a thoughtful and candid explanation of current policy developments and problems in the Far East.

III. Phase I (Managerial Grid)

Most of the students had only high praise for the Grid and felt that it was a rewarding and worthwhile exercise. Their critiques stressed the need for thorough preparation and completed pre-work.

Several Midcareerists from the Intelligence Directorate and Scientific and Technological Directorate commented adversely on the team structure during the final exercise, Analyzing Organization Culture. They thought it was futile to attempt to reach a consensus in a team composed of members of both Directorates who, in effect, were describing different organizational components. Their opinion was

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not reflected by the majority of students who participated in this and previous courses.

IV. Phase II (The Agency and the Intelligence Community)

The presentations on the Agency were generally well-received. The class commented especially favorably on the value of the informal sessions [] which have enabled the students to establish a closer rapport with, and learn more from, the visiting speakers. During the third week of the program the evening meetings were held at the [] because of the limitations of the air-conditioning system at []. In the recent running the students had an excellent opportunity to meet and talk [] with two of the Deputy Directors--the DDI and the DDS&T. Dr. Smith had a two-hour informal session with the class following a buffet lunch, and Mr. Duckett moderated an evening's discussion on his component, following his earlier presentation in the classroom. In contrast, the meetings of the Midcareerists with the DDP and DDS, who could not visit [], were limited to one hour each at Headquarters.

Another popular feature of previous courses was the Individual Presentation (IP) given by each student. The last class warmly praised these discussions by the Mid-careerists themselves.

The Clandestine Service (CS) was the one component which received a wide range of student reaction, from mediocre to outstanding. Many of the Midcareerists felt that the first day with the Division Chiefs did not bring out the details and candor they expected on CS problems and developments. On the other hand, Messrs. [] and [] were very good, and the class highly praised the briefings and tour given by [] and his staff at TSD []

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The high point of the portion of Phase II devoted to the Intelligence Community was the presentation of Dr. Louis Tordella, Deputy Director of the National Security Agency (NSA). He gave an excellent explanation of NSA's responsibilities and was unusually frank and detailed in answering questions.

V. Phase III (U.S. Government and World Affairs)

Dr. Myron Koenig of the Foreign Service Institute (FSI) gave an impressive introduction to the third phase of the course when he used the gimmick of "Worldville" to discuss the problems of "The Americans" vis-a-vis the other nations of the world, and Assistant Secretary of State Marshall Green in his Commencement talk gave a fitting conclusion to this portion. The Midcareerists warmly praised these discussions for broadening their horizons beyond the immediate concerns of the Intelligence Community. The fact that the presentations in Phase III were held entirely at Headquarters - in Room 1A-07 and the USIB Conference Room - and not in the less adequate facilities at Rosslyn meant that the students were able to concentrate on the substance of the discussions and not be diverted by noise and other distractions.

To add a bit of the informality [] to the two weeks at Headquarters, an optional cocktail party was held on 20 August in the Executive Dining Room with the Executive Director-Comptroller as guest. This affair was well-received by the two-thirds of the class members who attended.

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VI. Field Trip

In the final week the class, once again traveling on a C-118 [] visited CINCLANT in Norfolk--a first for the Midcareer Course--the Manned Space Center at Houston, and the NASA installations at Cape Kennedy. Though Norfolk itself is not an attraction, the CINCLANT tour was a definite highlight. The Little Creek Amphibious Base put on a special

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demonstration to show the capabilities of the underwater demolition teams and another showing the accuracy of high-flying parachutists in landing on a small target. The class toured the USS AMERICA and had lunch aboard with the Captain and his staff; it also was taken past the USS ENTERPRISE and other important naval vessels. Although the Agency's liaison officer showed very little interest in the Midcareerists, he performed a commendable job in organizing the official tour.

The briefings and tour at Houston was not so well-organized as other portions of the trip, but the class heard an excellent discussion of the composition of rocks brought back from the moon and saw equipment used by the astronauts both for training and for the mission itself. The NASA escort officer did assist many of the students in their arrangements to visit the Astrodome in the evening.

The tour of the Cape Kennedy installations provided the climax to the field trip--the success of which resulted in large measure from the personal efforts of NASA Public Affairs Officer William Taylor. In addition to seeing the Space Museum, various launching pads, and the impressive Vehicular Assembly Building, the Midcareerists also heard a first-rate briefing by Public Affairs Director Gordon L. Harris and saw an unusual film showing close-up pictures of the moon's surface.

VII. Changes

In the past year there have been no unusual changes in the format or content of the Midcareer Course. The staff has added new speakers where warranted, especially in Phase III, and introduced various features, not all original, to provide a change of pace during the four weeks of presentations in Phase II and III.

In the Agency part of the program the Executive Director-Comptroller, who has often opened and closed a course, came for the first time while the class was [] during the

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25X1A 20th running, and he has agreed to come again for an informal
25X1A evening with the next class. Periodically, new Clandestine
Service officers are asked, such as, [] of NE Division
and [] of EUR Division. [] of FE Division
has strengthened the presentation on China, and we believe
[] of SB Division will do the same for his region
of concern in the next running.

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25X1A The recent scheduling of visits to the NPIC and TSD
[] respectively,
have given the class a better feel--especially in the case of
TSD--for the activities of these components and at the same
25X1A time have permitted having additional speakers from other
offices meet with the class [] The suggestion
25X1 by the [] staff of having two buffet lunches during the second
and third weeks has expanded the use of the informal sessions
between speakers and Midcareerists.

In the Intelligence Community segment, an effort has
been made to improve the NSA presentation. Last time the
Deputy Director of NSA spoke to the Midcareerists, and the
next class will spend a half day at NSA. Because several
students have wanted to hear State Department officers in a
'policy' position, the NSC coordinator for the Department's
Latin America region was invited to the 20th running, and
the forthcoming class will listen to a discussion of policy
problems both at Headquarters and in the field, by Ambassador
Parker Hart, recently Assistant Secretary of State for Near
Eastern and South Asian Affairs.

Several speakers have added a new dimension to Phase III.
Dr. Myron Koenig has proven an excellent lead-off speaker,
and new, competent specialists have been added to this phase
to discuss Latin America, Africa, Foreign Aid, and American
Politics. In the forthcoming running, the Midcareerists will
hear, in addition to the tested 'regulars', Harold Saunders of
Kissinger's Staff, Assistant Secretary of State Marshall Green,
Congressman Robert Eckhardt of Texas, and a senior
International Trade official from the Department of Commerce.

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New tours have been periodically checked and added to the Field Trip. The 18th running went to the AEC installations at Sandia, New Mexico, and the last class visited the Naval Base at Norfolk. The next group will make a stop at the Navy's submarine and Polaris Missile facilities in Charleston, South Carolina--a new visit for the course--before continuing to see a Minuteman site in Cheyenne, Wyoming, and NORAD Headquarters in Colorado.

The conclusion of the course has had some excellent Commencement speakers--General Maxwell Taylor at the 20th running, and Assistant Secretary of State Marshall Green for the last class. Ambassador Charles Bohlen, who earlier accepted an invitation to meet with the coming class, has a commitment outside the city in late November; however, he has tentatively agreed to meet with the Midcareer Class next winter.

Administratively, the MEDC Staff has been strengthened by the temporary detail to the Staff of [REDACTED], a recent CT graduate, who arrived just prior to the start of the last Midcareer Course.

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VIII. Attachments

Appended to this report are two attachments. Attachment A provides statistical information about the 21st Midcareer Class, and Attachment B gives the verbatim Overall Critique comments of the students.

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ATTACHMENT B

OVERALL VERBATIM COMMENTS

Midcareer Executive Development Course (MEDC) No. 21

21 July - 29 August 1969

Thirty of the thirty-five students comprising Midcareer Executive Development Course (MEDC) No. 21 submitted Overall Comments regarding the six weeks of training on the final day of the program. These comments are printed verbatim below, grouped together by the major Agency components from which the Midcareerists came.

A. Intelligence Directorate

"I found the course valuable in a number of respects. It greatly improved my understanding of the workings of the Agency, its organization and key people. I also obtained a better understanding of the problems the Agency faces in the future. Also a valuable time to gain perspective about current foreign and domestic policy issues."

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"This is a very good course. Most of us have contact with only a few of the Agency components in our day-to-day duties and tend to develop rather parochial outlooks. This course provides an opportunity to see what the other components are doing and thus improves our understanding of the overall objectives of the Agency. The section on World Affairs is good also because it improves our understanding of some of the problems facing the U.S. and some of the trends in international relationships. The Course should be continued. Messrs. [] did a fine job in running the Course. It was well organized and went along very smoothly. They should be commended for their efforts."

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"An extremely valuable experience. One important by-product of this course is the opportunity to become acquainted and exchange ideas with class members from other directorates of the Agency. Finally, a word of praise must go to [] & Co. for the meticulous management of the course."

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"Overall I believe the course was excellent. It permitted an opportunity to broaden one's knowledge of the Agency and U.S. intelligence community. [] should be commended on their excellent organization and ability to keep the course moving. Course planning and direction was outstanding and well taken care of. There should be a follow on to this Course at approximately five-year intervals to keep Agency employees updated.

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"The course is the best-run, most interesting and probably the most valuable course I have ever taken from the Office of Training. I found Part II to be the most valuable portion of the Course. I think it affords a unique opportunity to gain an insight and understanding into the many facets of the Agency. The individual presentations were particularly valuable. They give an idea of the 'real world'; when the office heads and division chiefs frequently presented an idealized version of what goes on. The contacts developed during the course should prove useful to most of us for a long time to come. By utilizing these contacts we should improve on our ability to get the job done. The opportunity to have discussions with 'equals' in other sections of the Agency was invaluable. It always helps to understand the other fellow's problems."

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~~SECRET~~B. Science & Technology Directorate

"The goal of the course--broadening an individuals understanding of Management Practices, of the Agency and the Intelligence Community, and of the Government's involvement in international affairs--was well satisfied. In my opinion all of the members of the course, and likewise the Agency, will benefit from the exercise. The Office of Training has done a fine job in the selection of subjects and organization of the course. Additionally, it did a particularly fine job in the selection of the two managers of the course - Messrs. [] Both are to be commended for their excellent performance."

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"Excellent! Well organized, well run. Provides a much needed overview of the Agency today and the working of the U.S. Government as well as personal contacts of peers in all directorates. Each members efficiency in his own job should be enhanced by this experience. The 'Grid' was especially valuable to me. The course necessarily moves at a fast pace to achieve maximum utilization of time, leaving little time for physical exercise that is much needed in view of the rich diet provided. However, I am reluctant to see the length of the course extended to include any additional topics or provide free time for activities. I also found the field trip very valuable and think it an excellent way to wrap up the course. Members of previous classes had told me how good this course was, but I was still pleasantly surprised when I found that it exceeded all my expectations."

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"I found the course, as a whole, very well organized and it was conducted by instructors that were dedicated to presenting a high quality course. The instructors were conscious of the quality of the presentation and were constantly interested in student reactions to the speakers. Although the speakers varied in substance and in their ability to present their material, I would rate them very high overall."

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C. Support Directorate

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"I was most impressed with the people, beginning with my classmates and extending through the speakers. [] [] deserve considerable credit for their un-failing good humor and attention. The inadequacies of the Midcareer program (as opposed to the Midcareer Course) are already known. It would be difficult to understand the reasons for altering or dropping this 6 weeks if that were to happen. "

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"It has been a most interesting and valuable experience. I believe I have gained a very considerable amount of useful information which I would not otherwise have had the opportunity to acquire. This was made possible, in a considerable part, to the untiring efforts of Messrs. [] who have done a magnificent job throughout the 6-week period. The benefits of this course will undoubtedly be accruing to both myself and the Agency for a number of years to come. "

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"I am truly impressed with the professional organization and execution of all activities included in this Midcareer course. Not only have I now been exposed to the many other components making up the Agency (Phase II speakers and classmates), but I have a fair comprehension of the entire U.S. Government facility. I must admit much has been given to me in the past 6 weeks and I am indeed awed at the complexity and magnitude of not only the Intelligence Community but the entire U.S. Government complex. Kudos to the two administrators of this course, [] for organizing and implementing a tight but smooth running course. They went out of their way to cater to each person's request no matter how small or significant. They are indeed professionals. "

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"The course was excellent in every respect. It gave us an opportunity to discuss the problems with other employees and to see how our job relates to their job. We have a better understanding of the overall Agency objective and will take more pride in our own little job. We know how the Agency objective relates to the total Government. We understand how the Agency objective corresponds to the total security effort. "

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"The course undoubtedly lived up to its reputation as being the best the Agency has to offer. It really left little to be desired and generally left one feeling he just had experienced a six-week battery charging! The real value, I believe, will not be immediately apparent, but probably will emerge after we are back on the job and making use of the exposure and contacts established during the course."

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"I definitely appreciate the opportunity to have been enrolled in the Midcareer Course. It affords an excellent opportunity to meet others and to exchange views on a wide range of topics. The course afforded me the opportunity to compare management practices throughout the various directorates and to analyze similar problems in spite of the complexities of the various functional areas. I was pleased to be extensively much more informed about those directorates with which I have little or no contact. I feel the course is most worthwhile and rewarding for everyone in the middle management field. "

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"The most impressive observation that I have addresses the content of the course which I feel is the most important justification of the course. The speakers and subjects were chosen in an outstanding manner to present the objectives of the various phases in a very cogent and relevant way.

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Secondly, but possibly even more impressive, was the pacing of the course. It is obvious that this has been given careful attention and I want to acknowledge that the pacing has been very effective and has significantly enhanced the value of the course. Each phase and sub-phase has been well timed to maintain high interest, take advantage of psychological as well as physical factors, and present subjects optimally. I would rate the course as outstanding and as a high point in my career development. "

D. Plans Directorate

"Very valuable. The best intelligence course I ever took, either in or out of the Agency. "

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"This course is an extremely valuable experience for anyone in the Agency, from whatever Directorate. It is very well run (perhaps the general maturity of the students helps) and is most effective way to 'cross-pollinate' different specialities. The informality was a vital factor in making it genuinely educational - I feel I really learned something, not least about myself. A first-class job - keep it up. "

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"This has probably been the most valuable six weeks I have spent in my entire career with the Agency. An appreciation of the overall work of the Agency within the U.S. Government framework was something I felt sorely lacking for a long time in my own orientation and this course has filled the gap admirably. The opportunity to get top management views on a variety of current problems was equalled in value by the chance to develop close personal relationships with colleagues representing all major phases of the Agency's activities. I cannot imagine anyone not emerging from this course with a far better understanding of his role in the organization than he had when he started and hence being a potentially far more effective officer than he was before. Both the content of the course and its planning, management and administration were truly outstanding and very much a credit to all concerned. "

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"An extremely useful experience at this stage in my career. Every effort should be made to continue and improve this course."

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"I thought this course was run with great precision and dedication. Part of the appreciation for this experience was the friendly informality of the two men responsible. Overall, I feel that the course was a broadening experience and most worthwhile."

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"This is an excellent course. It was a privilege for me to attend it, to participate, and to become acquainted with men from other directorates. The balance between Phases I, II and III is a good one, and the trip a welcome extra benefit and experience. In brief, don't tamper too much with the course. It works!"

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"In view of the three other critiques, I wonder if this one isn't redundant? All I can add is that the course as a whole was as good a broadening experience as I had hoped it would be. I find some management of the view that the whole course is a "boondoggle." I would encourage Hugh Cunningham to do a little selling among ranking officers, like Division Chiefs, on the feelings of the participants. Most of us do not have a chance in our daily lives to get the overview permitted by this course and the interaction with our classmates; it strikes me as a terribly important renewal function at this point in a career if the elements send their promising careerists. This function might not be obvious to those in current management positions."

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"A job well done by the Office of Training and the invited participants. "

"Overall, excellent! I should have had it ten years ago in order to do my job properly. Almost a shame it's wasted on us old guys! Speakers should be selected very, very critically - an enthusiastic and trained speaker is more valuable to us than an 'authority' who can't communicate effectively. Individual presentations were uniformly valuable and relevant. Fulfill valuable purpose of candid exchange of thoughts on common problems - speakers were peers and this was most important in mutual interests, etc. Well-done to

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"It is my belief that the course succeeded in achieving its stated objectives. In general Parts I, II and III proved more interesting and personally useful. While Part I was helpful, I believe it could have been made more practical by relating the theory to practice by diving pertinent case examples. The most personally satisfying aspect of the whole course, however, was the opportunity to 'interface' with officers from other Directorates and offices of which I had little director personal knowledge. Organizationally, the course was well prepared, and the sequence of the Parts (I, II and III) logically ordered. The managers of the course were especially conscientious and hardworking which helped to keep matters flowing with minor distraction and slippage. Part III stands out as an especially useful part of the course, due in large part to the generally high caliber of speakers. In this connection I would recommend that if one of the best authorities is not available to address the course that the particular subject matter be by-passed instead of substituting a less qualified individual. If, indeed, the purpose of the course is "Midcareer" training or preparation, some effort should be made to relate the course to post course assignment and personal career development. Much of this, of course, is more appropriately the responsibility of the Directorate heads. Some effort should be made, therefore, to encourage the individual directorates to pre-plan for those selected to the course, and to somehow provide for some follow-up. In short, the Midcareer Program should not be a reward for good work done, but a real preparation for future career

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might be considered, i. e., a 'reward' kind of course, similar to present midcareer program, with an advanced course in management of four weeks at some University or Government sponsored program, with the best of the midcareer course selected for this additional training. "

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"The course as a whole was excellent. Perhaps in Phase III more of the speakers for the particular topic to be discussed could be drawn from the experts in that particular field from within the Agency. This way the subject matter could be tied close to the practical application within the Agency. "

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"This was the class of overhead reconnaissance if you want to brand it under any particular category. There were too many presentations that worked this subject in one way or other. Perhaps this was because several individual presentations covered the same subject. There was too much time spent on overhead photography. Perhaps some thought could be given to mixing directorates when they give their presentations in Phase II. This would be particularly valuable during the [] discussions - have managers from different directorates present at the same time to speak for their varying points of view. The session with Col. White at cocktail party was very good and should be a regular part of the course. "

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"This has been an excellent course. The efforts of OTR - and the Senior officials - to bring these officers to the course is extremely commendable. It has enabled me to fully appreciate the 'total effort' of the Agency - and other agencies, i. e. NSA - in the coordinated collection and dissemination of usable intelligence. The personal and professional contacts made during this course will be highly useful (professionally) in the future. The field trip was a useful climax to demonstrate the total effort to successfully exploit our technical advancement during the past decade. "

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"A good and useful course for those of the DDP and DDI. With some exceptions, I question the value of this training for those exclusively devoted to support."

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E. Directorate Unmarked

"A most absorbing, exciting, interesting experience. I am deeply appreciative of the efforts put into the course by all concerned and glad of the opportunity to participate despite the inactive periods, which personally drive me up a wall, the course - overall - must be rated as EXCELLENT!!"

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